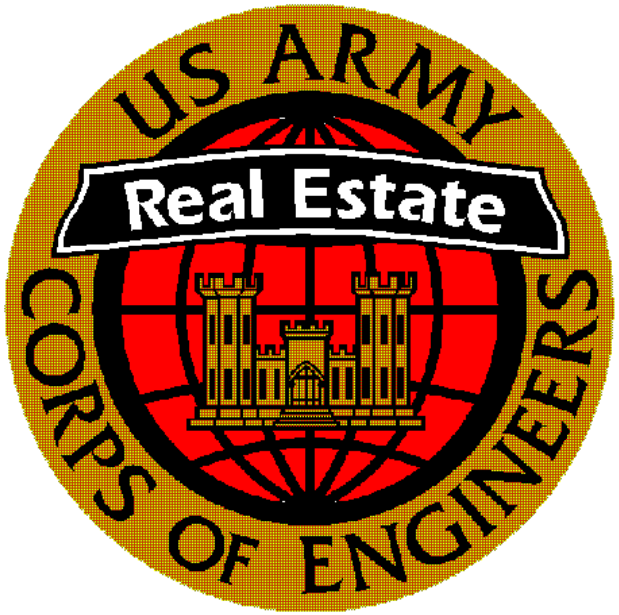
REAL ESTATE
TRAINING-LEARNING PDT



USACE VISION STATEMENT

The world's premier engineering organization responding to our nation's needs in peace and war.

A full spectrum Engineer Force of high quality, dedicated soldiers & civilians:

- **Trained and ready.**
- **A vital part of the Army;**
- **Dedicated to public service.**
- **An Army values-based organization**

USACE STRATEGIC GOALS

- **Strategic Goals:**
  - **People: Be recognized for the technical and professional excellence of our world class workforce, functioning as teams delivering projects and services**
  - **Process: Use the Project Management Business Process to operate as *One Corps*, regionally delivering quality goods and services**
  - **Communication: Communicate effectively to build synergistic relationships that serve the nation**

Training-Learning Role

Training – Learning Background

- **Identified Requirements:**
  - **People skills**
  - **Technical skills**
  - **Maintain skills/Assignments**

Training - Learning
People Skills

- **Negotiating/working with people**
  - Negotiations of legal documents
  - Consensus building
  - Developing partnerships and relationships
- **Communication**
  - writing
  - speaking and presentation skills
  - listening
- **Teamwork**
- **Leadership**

Training - Learning

Real Estate Technical Skills

- **Includes:**
  - **Authorities**
  - **Basic Principles**
  - **Actual functions/transactions**
  - **RE Information Systems**
  - **Project Management Business Process**

Training-Learning
Maintain skills/Assignments

- **Maintain readiness and expertise through varied assignments**
- **Mentoring**
  - **how to mentor in the era of downsizing and loss of middle management/institutional knowledge**
  - **how to nurture mentoring skills**
  - **How to capture knowledge base and transfer to future generations**

Training-Learning
Maintain skills/Assignments

- **Local vs. national**
  - **Cross Training**
  - **On-the-job training**
  - **Developmental assignments**
  - **Across district/division/HQ lines**
- **How to fund assignments and mobility?**

RE Training-Learning PDT
Outline

- Project
- Project Scope
- Development of METL
- Review of PROSPECT courses
- Training Needs Assessment
- Recommendations

RE Training-Learning PDT

- **Project:** Create an effective and efficient learning venue for DA real estate community
- **Scope of Project and Charter:**
  - Analysis of training needs using Mission Essential Tasks List (METL) for the Real Estate Functional Areas and Business Processes.
  - Review of PROSPECT courses.
  - Identify gaps, overlaps, and other sources of training.
  - Survey the field for competencies and shortfalls.
  - Recommend changes in the current methods.

RE Training-Learning PDT

- **Developed outline of functional tasks within the Real Estate Business Process – created METL.**
  - Based on people and technical skills
  - Tasks and subtasks
- **Review of existing PROSPECT courses**
  - Laid out course content
  - Related to the METL
  - Interviewed each Headquarters proponent
    - explained what is being taught and
    - assisted with matching the draft METL to course instruction
  - Correcting METL where appropriate.
  - Noted gaps and overlaps

RE Training-Learning PDT

- **Existing Real Estate PROSPECT courses:**
  - Acquisition,
  - Appraisal and Leasing,
  - Condemnation,
  - Relocation,
  - Basic Outgrants and Disposals,
  - Management and Disposal, and
  - Planning and Control.

RE Training-Learning PDT

- **Training Needs Assessment**
  - **Survey of Training Needs using METL**
    - included frequency performed
    - Comments section
  - **Rated Knowledge, Skills and Abilities**
    - now
    - projection in 5 years
    - projection in 10 years

RE Training-Learning PDT

- **Training Needs Assessment (continued)**
  - **Survey Results**
    - Training is needed
    - Many districts one-deep in a skill
    - More frequently performed a tasks, the higher rated knowledge, skill, ability
    - Majority felt competency going down in certain areas, e.g. disposal, direct federal acquisition, claims
    - Optimistic that 10 years will improve

RE Training-Learning PDT Training Needs Assessment

- **Training Needs Assessment (continued)**
  - Identified source for training.
    - We are the only source for DA specific policy and procedures
    - Other agencies do little training in-house
    - Commercial entities and colleges have basic real estate courses
  - International Right of Way Association
    - courses in acquisition, negotiations, relocation
    - Works with states and Department of Transportation
    - looking at a partnering effort

RE Training-Learning PDT

- **Recommendation**
  - **Modify PROSPECT courses to a 3-level system**
    - entry-level - overview
    - mid-level - detailed, hands-on,
    - advanced-level workshops - new initiatives, policy, complex issues
  - **Require each level as prerequisites**
  - **Utilize GSA contractor for inleasing and disposal**
  - **IRWA courses, or equivalent, for basic acquisition and relocation skills**

RE Training-Learning PDT

- **Recommendation**
  - **Increase HQ/MSC instructors**
    - **workforce development**
  - **Competitive selection of instructors**
    - Technical knowledge
    - Presentation Skills
    - Teambuilding skills
    - Recommendation by district and MSC

RE Training-Learning PDT

- **What Next?**
  - **Interface with new DAWIA Facilities Engineering Career Field course development**
  - **Message to all RE on Instructor vacancies and new competitive selection –**
    - **received 21 applications**
    - **Under review and selection by FY02 session**
  - **Met with IWRA in October 01**
  - **Instructors meeting to**
    - **revise FY03 courses and**
    - **modify FY02**
  - **Prepared FY03 “Purple Book” course descriptions**
    - **Prerequisites for each course**

Challenges